



# Competition

I A N N A R I N O

A scene from the Minions movie showing two yellow Minions in blue overalls painting a wall. The Minion on the left is holding a paintbrush and a can of 'PREMIUM PAINT'. The Minion on the right is also holding a paintbrush. In the foreground, there are several paint cans, some of which are tipped over, spilling paint. The text 'ME TOO!' is overlaid in large, white, italicized letters across the center of the image.

*ME TOO!*



*Searching for an*

# Asymmetric & Unfair Advantage

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## ASYMMETRIC & UNFAIR ADVANTAGE

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- A competitive displacement requires you to remove your competitor and replace them.
- The ability to displace your competition requires that you compel your client to change, so much so that they fire your competition.
- I have spent a large part of my adult life working on creating strategies that provide a competitive advantage.

## ASYMMETRIC & UNFAIR ADVANTAGE

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- At first, I differentiated on my service, following what is now known as "solution selling." As "solutions selling" lost much of its magic, I was forced to change my approach.
- Over time, I discovered strategies that were effective for both a competitive displacement and a straight up competition for a new opportunity.



# Domination Strategy

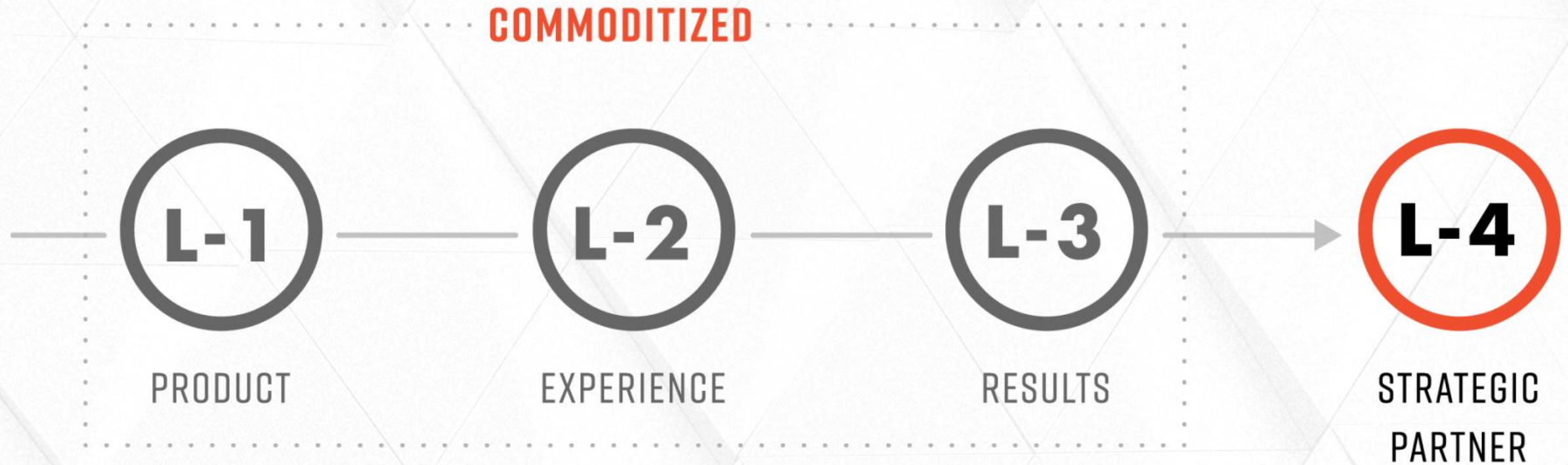
*Create Greater Value*

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# L4VC - ENTERING FROM THE LEFT







# L4VC - ENTERING FROM THE RIGHT





When you try to differentiate your

*product or service,*

you are creating the



*lowest level* of value.





WHAT PROVIDES TRUE

D I F F E R E N T I A T I O N

*is the*

***SALES CONVERSATION***



## EXECUTIVE BRIEFING

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- Start with an Executive Briefing that provides "why change" and explains the nature of the client's problem.

A black and white photograph of a mechanical counter scale. The scale has a central vertical column and two large digital displays on either side. The left display shows the number '12' and the right display shows '20'. The scale is made of polished metal, likely chrome, and has a classic industrial design. The background is a plain, light-colored surface.

# Dominating Time

*Controlling the Process*

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The reason you have to create  
***GREATER VALUE***  
is so you can  
***DOMINATE***  
the client's time.



## CONTROLLING THE PROCESS

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- Both Gartner and Forrester report that buyer's spend around 18% of their time with salespeople.
- You want 12% of the that time, squeezing your competition out of conversation.
- You are facilitating a needs-based buyer's journey. Your process has to create greater value.



*Commitment of Time*



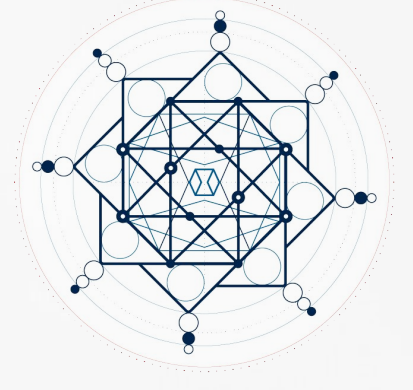
*Commitment to Explore*



*Commitment to Change*



*Commitment to Collaborate*



*Commitment to  
Build Consensus*



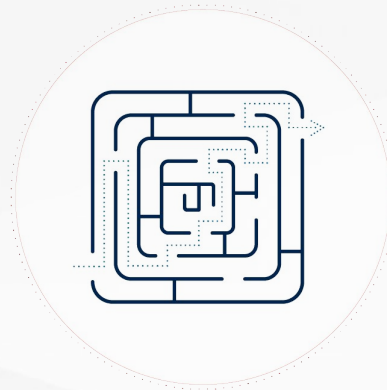
*Commitment to Invest*



*Commitment to Review*



*Commitment to  
Resolve Concerns*



*Commitment to Decide*



*Commitment to Execute*



# Dominating the Narrative

*Removing Your Competition*

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# You need a story to displace a story.

If I have to go after what I call narrative disciplines,  
my best tool is a narrative.

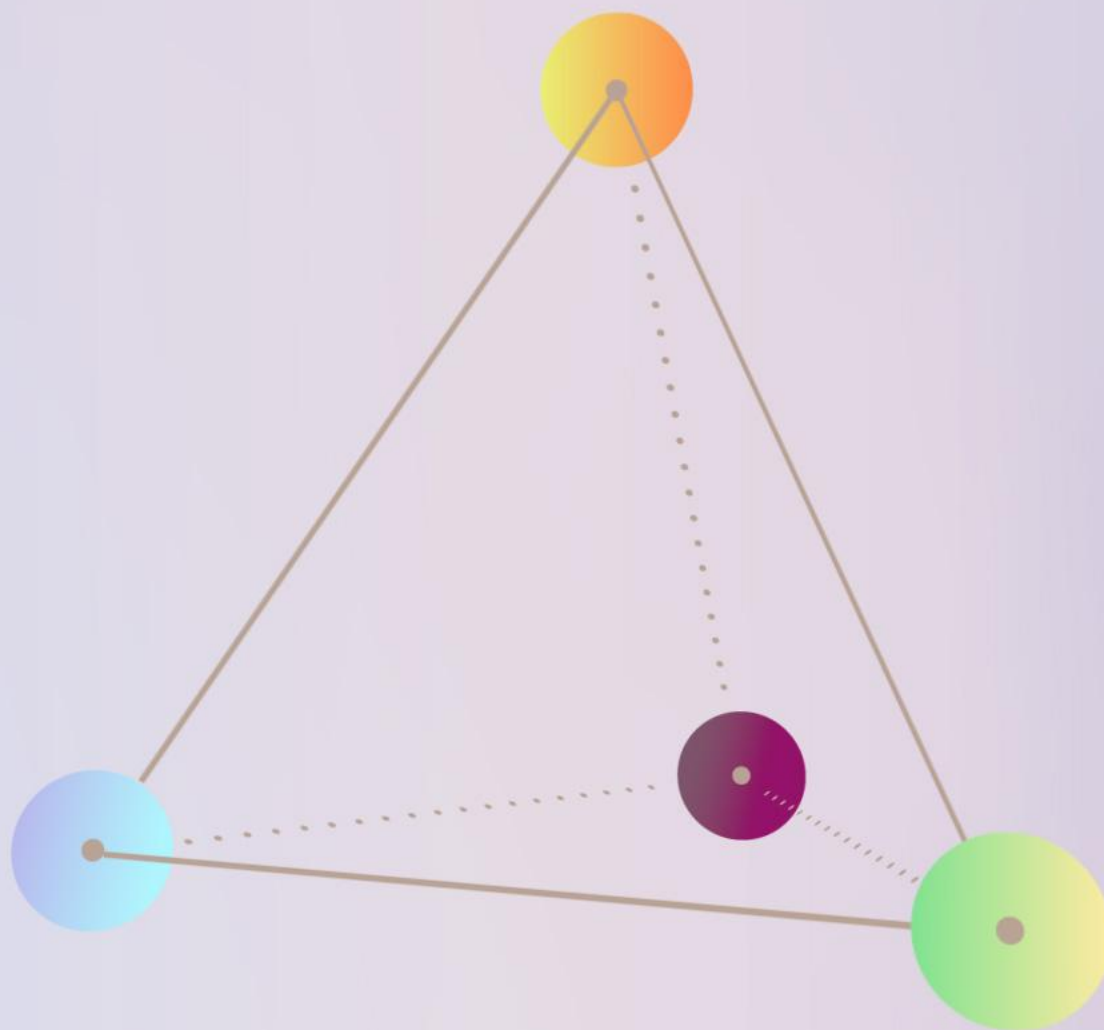
—*Nassim Nicholas Taleb*

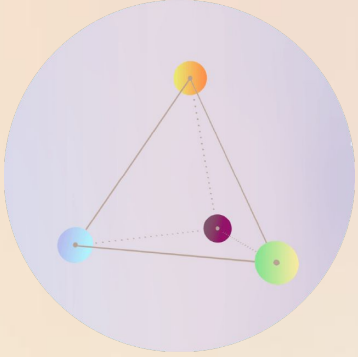
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TRIANGULATION

**STRATEGY**







Position yourself above the playing field and occupy a one up position against all competitors by holding the moral high ground on what is good, right, and true.

## TRIANGULATION STRATEGY

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- Never speak poorly about a competitor. Instead, triangulate them.
- Differentiate on your model, not your product or service.
- Sing the praises of each model and who they serve.
- Confess the sins of each model, including your own.



KITCHEN SOCIAL

HIGH PRICE, HIGHEST VALUE

SMITH & WOLLENSKY  
— Est. 1977  
AMERICA'S STEAKHOUSE

HIGH PRICE, HIGH VALUE

  
Applebee's®

LOW PRICE, MODERATE VALUE



LOW PRICE

“

People buy from people  
they trust more than they  
trust themselves.

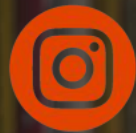
—*Chris Beall*



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